

**Cymru  
Wrth-hiliol**



**An Anti-racist  
Wales**

Medr/2025/13: Annex A



Llywodraeth Cymru  
Welsh Government

# Anti-racist Organisation Maturity Matrix

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2025

This matrix provides a framework for assessing the organisation's current level, setting goals for improvement, and determining where action is needed to become a fully anti-racist organisation. It will inform a targeted action plan to meet anti-racism ambitions within specific timeframes.

## Leadership Commitment

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- Leadership recognises systemic racial inequality but takes limited or inconsistent action. There may be awareness of anti-racism among leaders, but commitment is reactive, addressing individual incidents rather than underlying systemic issues.</li> </ul>	<ul style="list-style-type: none"> <li>» Volume of organisational messages published/delivered; level of engagement from staff; feedback from staff and external partners.</li> <li>» Track the number of senior leadership meetings where anti-racism is discussed in a meaningful way; monitor whether anti-racism is a core component of strategic planning across the organisation.</li> <li>» Perception of leadership commitment to anti-racism via all staff survey; focus groups; feedback from staff network(s) and wider staff.</li> <li>» Audit of Senior Civil Servants' anti-racism performance objectives, including level/potential impact of objective and evidence of outcomes.</li> </ul>
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Leadership makes clear public commitments to anti-racism with tangible goals, including measurable performance objectives. Anti-racism is integrated into decision-making, and leaders take steps to embed anti-racist values in their team culture.</li> </ul>	
Level 3: Leading	
<ul style="list-style-type: none"> <li>- Leadership actively champion anti-racism within the organisation and with external partners.</li> <li>- Leadership role models anti-racist practice, driving systemic change and inspiring others within the sector and beyond.</li> </ul>	

## Internal Policies & Practices

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- Internal policies broadly address equality and diversity impacts on staff but lack explicit focus on anti-racism. Limited or no consistent collective action in addressing systemic barriers to racial equity.</li> </ul>	<ul style="list-style-type: none"> <li>» Audit internal policies, process and systems through an anti-racist lens (including consistency of compliance and implementation).</li> <li>» Monitor outcomes for ethnic minority staff within the workplace (e.g. recruitment, retention, progression, employee engagement).</li> <li>» Volume of concerns/complaints raised by (or on behalf of) Black, Asian and Minority Ethnic staff relating to policy and process.</li> <li>» Ethnicity pay gap reporting.</li> </ul>
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Anti-racist policies and practices are in place and effectively implemented across the organisation, with systemic barriers proactively acknowledged and addressed. Outcomes begin to reflect meaningful change.</li> </ul>	
Level 3: Leading	
<ul style="list-style-type: none"> <li>- Consistent and sustained implementation of policies and practices demonstrate systemic change, serving as a model for other organisations to learn from and benchmark against.</li> </ul>	

## Learning & Development

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- Minimal or no anti-racism learning opportunities/resources available for staff to access.</li> <li>- Awareness and understanding across the organisation are limited and sporadic.</li> </ul>	<ul style="list-style-type: none"> <li>» Range of accessible anti-racism learning resources and opportunities available for staff (co-developed with lived experience and expertise)</li> <li>» Levels of staff participation (proportionate to workforce population, available L&amp;D budget and number of places per course).</li> <li>» Evaluation of attendees' perception of quality and impact of learning opportunities (on work and team culture).</li> <li>» Organisational awareness and understanding of anti-racism (assessed via surveys and qualitative feedback).</li> </ul>
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Corporate anti-racism learning opportunities are co-designed with ethnic minority staff and expert providers. Learning is delivered widely to (the majority of) staff, fostering broad understanding and consistent application across the organisation.</li> </ul>	
Level 3: Leading	
<ul style="list-style-type: none"> <li>- Co-designed anti-racism education is comprehensive, ongoing, and action oriented. It influences development programmes and learning opportunities beyond the organisation, creating measurable outcomes and lasting impact.</li> </ul>	

## Workplace Culture

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- Staff experiences of racial inequity and discrimination are inconsistently addressed or acknowledged by leaders, managers and colleagues.</li> <li>- Anti-racism is not perceived as a core part of workplace culture.</li> </ul>	<ul style="list-style-type: none"> <li>» Annual Civil Service People Survey engagement and culture theme scores segmented by ethnicity.</li> <li>» Numbers of discrimination or inappropriate behaviour complaints raised with HR and Trade Unions (formal and informal)</li> <li>» Levels of engagement and co-production with ethnic minority staff network and colleagues</li> <li>» Feedback from ethnic minority staff network on experiences of their members in the workplace</li> <li>» Independent review to establish baseline workplace culture perception; review annually.</li> </ul>
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Inclusive working practices are in place, with strategies in place and goals set to address systemic barriers to racial equity.</li> <li>- A strong culture of anti-racism begins to emerge, supported by active staff engagement and support.</li> </ul>	
Level 3: Leading	
<ul style="list-style-type: none"> <li>- Anti-racist values are fully embedded in the workplace culture, with routine culture audits and robust data analysis to ensure levels of equity are maintained and/or strengthened.</li> <li>- Impact of intersectionality of experiences understood and supported.</li> </ul>	

## Governance & Accountability

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- Governance mechanisms for achieving racial equity and tackling discrimination are absent or underdeveloped. Lack of transparency and clarity on accountability and responsibility for anti-racism.</li> </ul>	<ul style="list-style-type: none"> <li>» Degree to which corporate governance and accountability mechanisms align with and support strategic anti-racism goals.</li> <li>» Progress against established anti-racism goals and targets; evidence of outcomes realised; reviews of effectiveness.</li> <li>» External recognition or benchmarking against comparable organisations or accrediting bodies</li> <li>» Staff and stakeholder perception of governance transparency and accountability in embedding anti-racism (assessed via surveys and formal and informal feedback mechanisms).</li> </ul>
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Governance mechanisms aimed at achieving racial equity are established, with metrics for measuring progress against organisational goals agreed corporately.</li> <li>- Lines of accountability are well-defined and transparent, with clear reporting routes to senior decision-making groups.</li> </ul>	
Level 3: Leading	
<ul style="list-style-type: none"> <li>- Governance mechanisms and metrics for racial equity are visible, highly regarded and demonstrably effective.</li> <li>- Robust data informs continuous improvement, shared with partner organisations to drive systemic change across the public sector.</li> </ul>	

## Recruitment, Progression & Retention

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- No clear strategy for improving diversity and workforce representation in recruitment, progression, or retention. Workforce data segmented by ethnicity is limited, sporadic or non-existent.</li> </ul>	<ul style="list-style-type: none"> <li>» Percentage of workforce from ethnic minority backgrounds (proportional to wider population).</li> <li>» Evidence and impact of strategic action plans to address historic underrepresentation in recruitment and progression.</li> <li>» Levels of external outreach undertaken and direct impact on application rate.</li> <li>» Application rates of candidates from ethnic minority backgrounds (measured at all points in the assessment process to monitor trends).</li> <li>» Promotion rates of candidates from ethnic minority backgrounds (measured at all points in the assessment process to monitor trends).</li> <li>» Workforce retention rates segmented by ethnicity.</li> <li>» External benchmarking against comparable organisations or accrediting bodies.</li> </ul>
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Evidence-based workforce representation goals are set, with progress monitored consistently. Actions taken to remove barriers in recruitment, progression and retention show visible improvements in addressing underrepresentation.</li> </ul>	
Level 3: Leading	
<ul style="list-style-type: none"> <li>- Actions taken to improve levels of diversity in recruitment, progression and retention result in a workforce that exemplifies inclusive representation.</li> <li>- The organisation is recognised as an employer of choice for diverse talent.</li> </ul>	

## Community & Stakeholder Engagement

Level 1: Developing	Key Indicators
<ul style="list-style-type: none"> <li>- Little to no strategic engagement with ethnic minority staff, groups and communities in developing policies, solutions or services.</li> </ul>	
Level 2: Achieving	
<ul style="list-style-type: none"> <li>- Collaboration with ethnic minority staff, groups and communities is regular and meaningful, informing policies and practices across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>» Evidence of co-production and engagement with ethnic minority staff and stakeholder groups.</li> <li>» Response levels to formal consultations from ethnic minority stakeholder groups.</li> </ul>
Level 3: Leading	
<ul style="list-style-type: none"> <li>- The organisation leads in building partnerships that promote racial equity, with feedback from diverse groups consistently sought and acted upon.</li> </ul>	<ul style="list-style-type: none"> <li>» Level of diverse participation at consultation and engagement meetings.</li> <li>» Level of diverse representation on boards, working groups and committees.</li> <li>» Audit of Equality Impact Assessments to ensure compliance.</li> <li>» Equality outcomes evaluated as part of ongoing policy review process.</li> </ul>

## Assessing levels of maturity

1. Identify a representative sample of individuals or groups to participate in assessing the organisation's maturity. This could include anti-racism experts, Black, Asian and Minority Ethnic staff network members and colleagues, organisational development/culture change practitioners, individuals/teams accountable for specific actions, and senior leaders.
2. Consider the most effective way of engaging with the group to generate constructive and honest contributions. This could be via facilitated workshops, online surveys or small group meetings.
3. Ask the group to review each of the seven areas and establish a broad consensus (or majority viewpoint) of where the organisation is currently on its anti-racism journey, aligned to each of the three levels. This may vary for each area (e.g. the group may consider the organisation to be at level 3 for leadership commitment but level 2 for community engagement). The Key Indicators provide measurable criteria to assess the level of maturity against.
4. If you want to identify the overall level of maturity, use the following formula to establish the average:  $\text{Average Level} = \text{Sum of Scores} / \text{Number of Areas}$ .
5. Once the current level of maturity is established, ask the group to agree the desired level for each area and suggest a realistic timeframe for reaching that level. Evidence suggests significant culture change can take around three to five years to effectively embed, particularly if the scope involves a change in values and behaviours (although the specific timeline will be dependent on a range of factors unique to the organisation).
6. Establish a measurable action plan to meet organisational anti-racism ambitions, supported by effective governance mechanisms. Use the matrix's Key Indicators to monitor and report on progress.

## Sources

Global Diversity & Inclusion Benchmarks, Standards for Organisations Around the World, The Diversity Collegium Sponsorship, 2014

Race Equality Maturity Model, Kings College London, 2024

The Five Stages of DEI Maturity, HBR, 2022

The Northwest Assembly Anti-racist Framework, NHS Northwest, 2023

The Race Equity and Inclusion Action Guide, Annie E Casey Foundation, 2014